



Annual Report 2025

Aathar Holding is the Leading and Trusted Strategic Partner in
Achieving Vision 2030 Development Objectives

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

IN THE NAME OF ALLAH

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01

Foreword

From Vision to Impact

— ♦ —
The Custodian of the
Two Holy Mosques

King Salman bin Abdulaziz Al Saud

— ♦ —
may God protect him

From the Address of the Custodian of the Two Holy Mosques on the Occasion of
the Approval of the Bylaws of the King Salman Nonprofit Foundation

“Investing in people, fostering their culture, and
reinforcing their pride in their identity is a steadfast
approach that we shall, God willing, continue to pursue,
with the aspiration of creating a lasting impact on both
individuals and society”



— ♦ —
His Royal Highness
Prince

Mohammed bin Salman bin Abdulaziz Al Saud

— ♦ —
Crown Prince and
Prime Minister

Speaking on the objectives of the nonprofit sector in the Kingdom

“We view the nonprofit sector as an important
sector in supporting the advancement of education,
culture, healthcare, and research, and we will
rely on the nonprofit sector as a primary pillar”



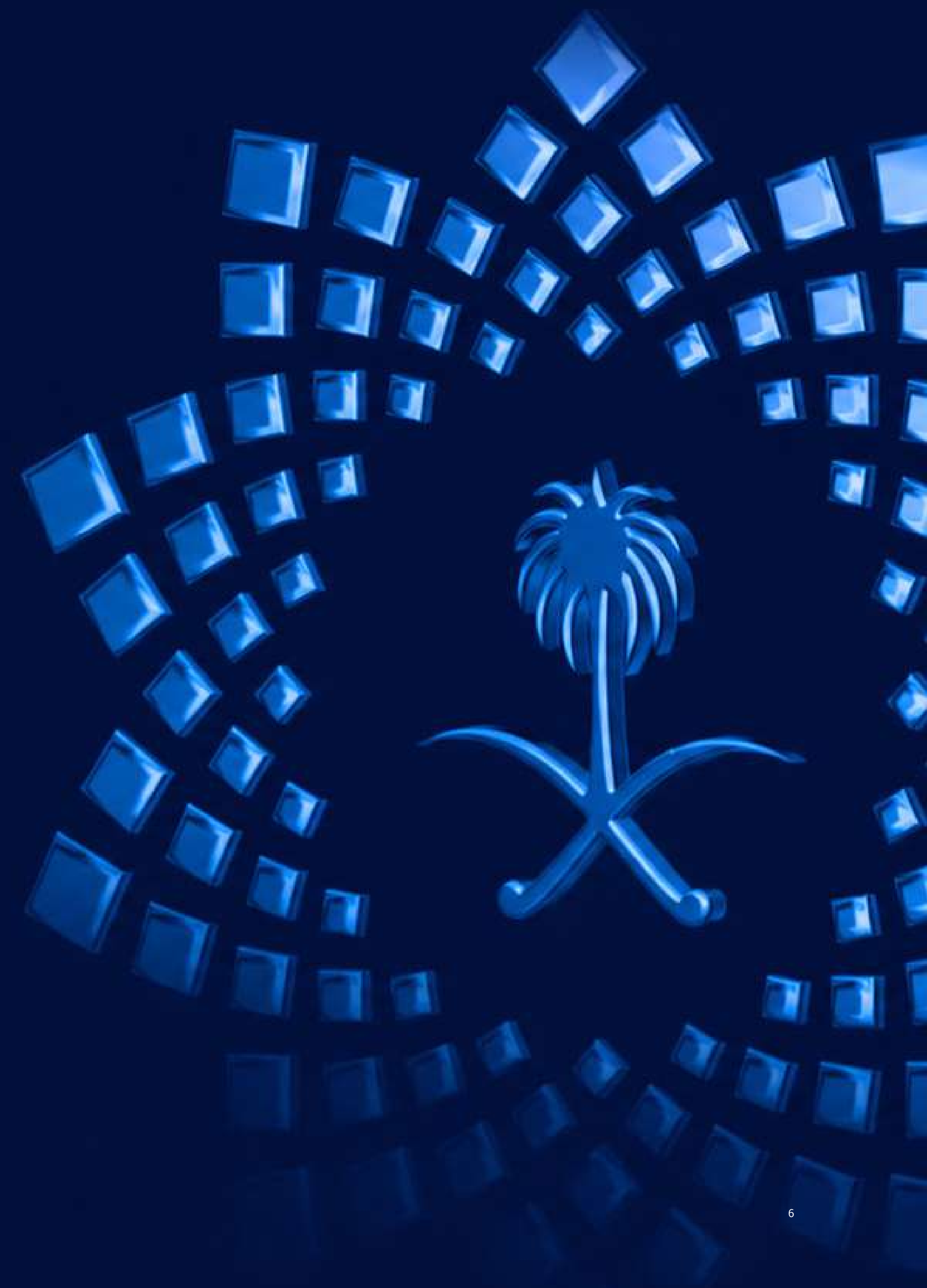
Guided By The Vision Of The Kingdom's Wise Leadership,

which places people at the heart of development, the Kingdom's non-profit sector is undergoing a rapid and significant transformation, positioning it as one of the fundamental pillars of sustainable development and enhancing quality of life.

In This Context, Aathar Holding Emerges

as a strategic partner, contributing to the empowerment of the non-profit sector by developing innovative models, enhancing the efficiency of organizations, and building an integrated ecosystem that maximizes and scales social impact.

Through this report, we present the highlights of 2025, a year that marked more than a continuation of our journey. It represented a defining milestone that strengthened our role in creating impact and reinforced our position as a development platform contributing to the realization of the Kingdom's Vision and the aspirations of society.



Aathar Holding at a Glance

Aathar Holding is a national nonprofit company established in 2012. It contributes to sustainable social development through the establishment of specialized entities, the implementation of high-impact initiatives, and the delivery of innovative solutions that support growth and enhance the efficiency of the nonprofit sector.



We Create Impact Through

Aathar Holding maximizes its social impact through an integrated ecosystem focused on developing high-impact initiatives, empowering NPOs, delivering innovative advisory and development solutions, supporting capacity building, and enhancing institutional efficiency. These efforts are driven by a clear vision to transform societal needs into sustainable development opportunities that create a tangible impact on the lives of individuals and communities.

Influence Pathways

At Aathar Holding, we pursue our mission through integrated pathways based on the following:



Entity Support:
Empowering entities that create impact.



Financial Empowerment:
Maintaining effective financial management in support of our mission.



Talent Development:
Attracting top talent across the market and the development sector.



Partnership Building:
Establishing high-impact relationships with diverse partners.

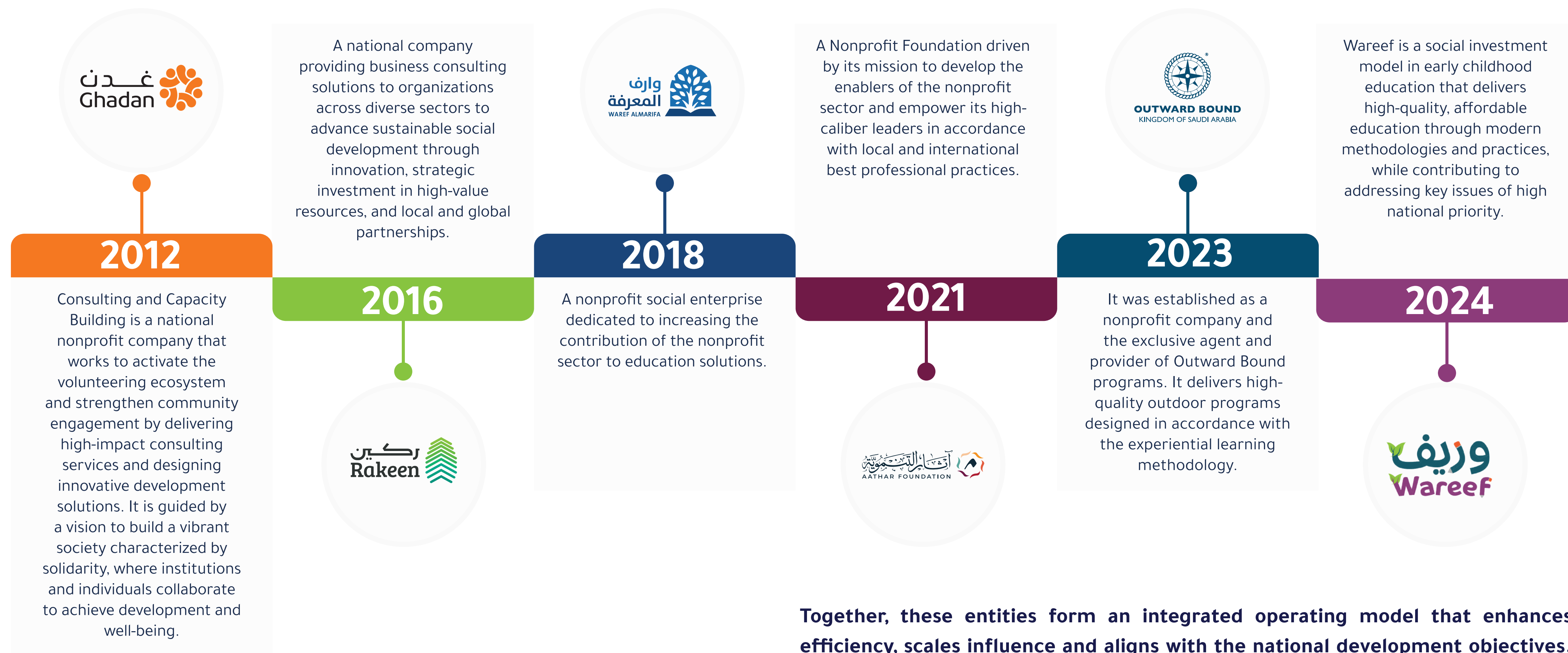


Ecosystem Development:
Strengthening institutional practices to be supportive and agile.

We also invest in knowledge, digital transformation, and human capital to enhance the efficiency of the nonprofit sector and scale its impact.

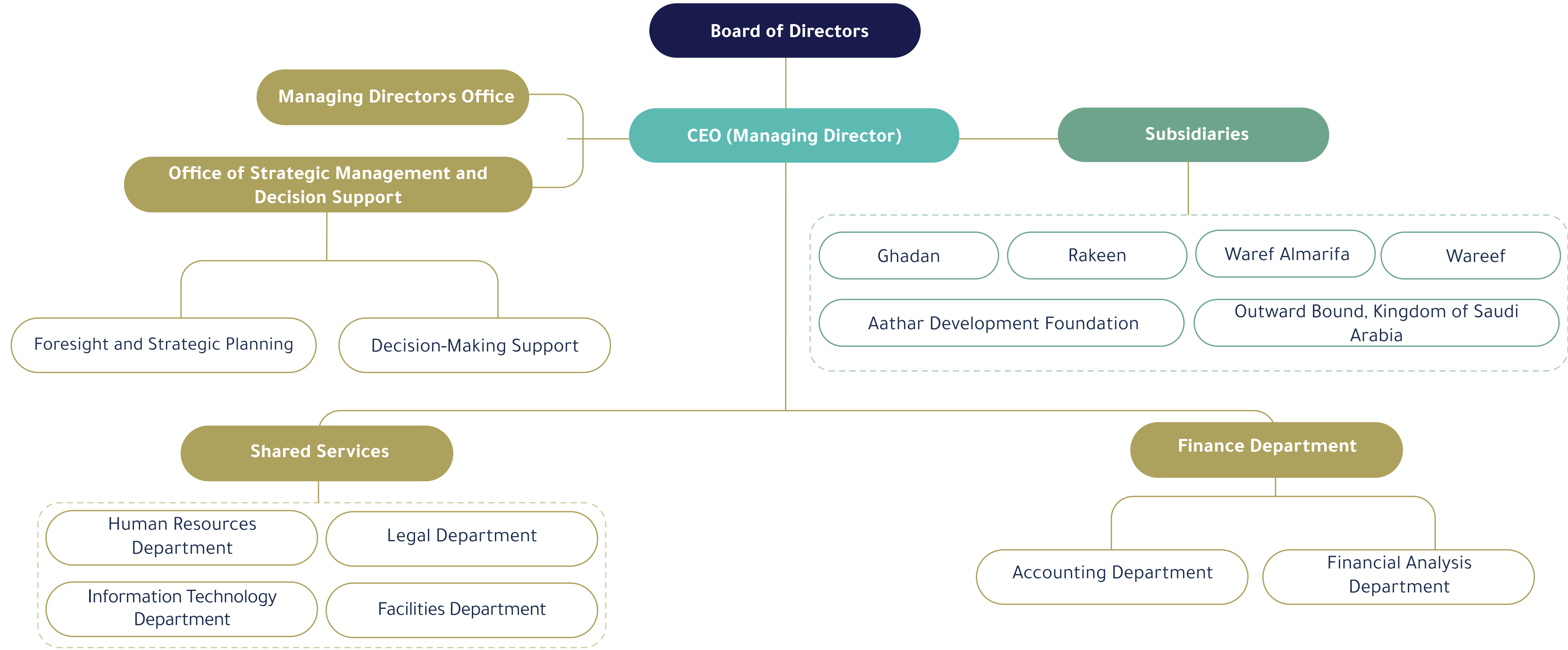
Aathar Holding Ecosystem

Aathar Holding operates through an ecosystem of specialized subsidiary companies spanning diverse fields, which work in an integrated manner to deliver sustainable development impact. The subsidiaries include:





Organizational Structure



02

Leadership and Direction

Board of Directors

The Board comprises a group of leaders with diverse expertise in leadership, management, and strategic development, enhancing Aathar Holding's ability to make high-impact decisions that support innovation and sustainable growth.



Mr. Badr bin Ahmed Al-Amoudi
Chairman of the Board of Directors

Mr. Badr bin Ahmed Al-Amoudi has more than two decades of leadership experience spanning strategy, business development, and corporate governance. He holds leadership positions across a number of companies operating in diverse sectors, including industry, technology, and real estate.

He currently serves as Vice Chairman of AKA Group and holds chairmanships and board memberships across a number of companies, most notably SMA-FTCO Information Technology, Smart Facilities Technology Company, and 360 Workshop Development Company. He also serves on the boards of several industrial companies, including Detergent and Healthcare Technology Factory and Raw Materials Factory in Jubail.

He also provides strategic advisory services to leading organizations, most notably Abdul Latif Jameel. In addition, he has served as an advisor to a number of organizations, including the Saudi Authority for Accredited Valuers, the Saudi Standards, Metrology and Quality Organization (SASO), the Ministry of Municipal and Rural Affairs, and Najm Company. His international advisory engagements include Abu Dhabi Ports and the AkzoNobel Global Leadership Program.



Mr. Badr bin Abdullah Al-Khanbashi
Managing Director

He holds a bachelor's degree in marketing from King Fahd University of Petroleum and Minerals (KFUPM). He has also earned a number of professional certifications in nonprofit governance, Theory of Change, and monitoring and evaluation, in addition to a certification in Impact Management and Evaluation from the International Program for Development Evaluation Training (IPDET), a program of the World Bank, and has completed the Advanced Management Program (AMP) at the International Institute for Management Development (IMD). These qualifications further strengthen his ability to lead institutional transformation and deliver sustainable impact. Mr. Badr bin Abdullah Al-Khanbashi brings over 10 years of professional experience in the nonprofit sector, during which he has led numerous national projects and contributed to the development of initiatives that generate sustainable developmental impact.

He is the Founder and Managing Director of Aathar Holding, where he leads the company's strategic direction toward developing innovative models for social investment and impact maximization. He has also contributed to the establishment of, and serves as a member of, a number of organizations and initiatives dedicated to advancing the nonprofit sector.

He has held a number of leadership and advisory roles, most notably serving as an Advisor to the Deputy Minister of Human Resources and Social Development for the Development Sector. He has also served on several national committees dedicated to advancing the sector.

Board of Directors

The Board comprises a group of leaders with diverse expertise in leadership, management, and strategic development, enhancing Aathar Holding's ability to make high-impact decisions that support innovation and sustainable growth.



**Mr. Sulaiman bin
Mohammed Al-Zikri**
Board Member

A management expert and strategic advisor with more than three decades of professional experience in organizational leadership and building institutional environments. He serves as a Member of the Board of Directors of Aathar Holding and is recognized for his expertise in strategic planning and feasibility study review.

Mr. Sulaiman brings extensive leadership experience, having served as Chief Executive Officer of Sulaiman Bin Abdulaziz Al Rajhi Charitable Foundation. During his tenure, he led the development and execution of the Foundation's strategic plan, strengthened its governance framework, and established impactful partnerships across the public and nonprofit sectors. He has also held senior executive and advisory positions at leading education companies, including Advanced Education Company and Al Fursan Educational Company. In addition to his professional career, Mr. Sulaiman is actively engaged in volunteer work and the design of high-impact social projects. He serves on several committees of the Riyadh Chamber and the Federation of Saudi Chambers and has been recognized with a number of distinguished honors, including the GCC Medal for Volunteerism and the Gold Leadership Medal.



**Dr. Qassim bin
Mohammed Fallatah**
Board Member

A seasoned expert with extensive experience in government advisory roles and leadership positions across the energy and petrochemical industries. He serves as a Member of the Board of Directors of Aathar Holding and chairs the Audit, Risk Management and Review Committee, in addition to leading the Strategic Planning Committee.

He holds a Ph.D. in Composite Materials Engineering from Newcastle University, United Kingdom, as well as both a master's and a bachelor's degree from King Fahd University of Petroleum and Minerals. He has further strengthened his leadership expertise through international programs at INSEAD Business School for business administration and international board members.

Dr. Qassim participated in the establishment and management of the Oil Demand Sustainability Program and led the Carbon Circular Economy Program within the Ministry of Energy ecosystem. He has also held senior leadership positions at KEMANOL and the Ministry of Economy and Planning, and worked as an engineer at Saudi Aramco and Advanced Petrochemical Company.

In addition to his executive roles, Dr. Qassim serves as a Member of the Board of Directors of Al-Hafez Association. He is also an active member of the National Association of Corrosion Engineers (NACE International), and Vice Chairman of the Board of the Clean Combustion Research Center, further strengthening his contribution to leading governance and strategic growth at Aathar Holding.

Board Committees

Remuneration Committee



**Mr. Sulaiman bin
Mohammed Al-Zikri**
Chairman of the
Remuneration Committee



Mr. Turki Al-Blowi
Member of the
Remuneration
Committee

The Committee is responsible for developing the remuneration policy for the Chief Executive Officer, executives, advisory boards, and senior executives across the Group’s companies, and submitting its recommendations to the Board of Directors for approval by the General Assembly of Partners.

Audit and Risk Management Committee



**Dr. Qassim bin
Mohammed Fallatah**
Chairman of the Audit
and Risk Management
Committee



Eng. Majed Al-Mousa
Member of the Audit
and Risk Management
Committee

A committee responsible for developing a comprehensive strategy and policy to achieve financial sustainability, managing all investment activities and operations, and providing recommendations to the Board of Directors on investment-related matters. The Committee also oversees the cash flows of the holding company, approves impact measurement methodologies and tools for the companies, and submits related recommendations and proposals to the Board of Directors. In addition, it addresses complaints and suggestions and makes decisions on urgent matters related to the management of companies’ operations.

Leadership Message



Amid the rapid evolution of the nonprofit sector, 2025 marked a new stage of maturity in Aathar Holding's journey.

This direction aligns with the objectives of Saudi Vision 2030, which has reinforced the role of the nonprofit sector as a key partner in development while accelerating the development of more efficient, sustainable, and impactful models.

The challenge no longer lies in implementing initiatives, but in building models capable of generating and sustaining impact. This conviction shaped our directions throughout the year, by developing enablers, fostering integration, and elevating impact management practices.

These achievements reflect Aathar's role as a strategic partner in advancing the sector and mark the beginning of a phase of greater impact in supporting development and strengthening impact sustainability.

Mr. Badr bin Ahmed Al-Amoudi
Chairman of the Board



Leadership Message



Throughout 2025, Aathar Holding shifted its focus from managing initiatives to building integrated impact management models.

This direction was driven by the evolving needs of the sector, through the development of interventions that link design, implementation, and measurement, supported by clear integration across the entities within the ecosystem.

Achievements of the year mark an important milestone, while the next phase focuses on embedding this model, strengthening its sustainability, and scaling its impact.

Mr. Badr bin Abdullah Al-Khanbashi
Managing Director of Aathar Holding



03 Impact Map

The progress made throughout 2025 is a direct reflection of a clear strategic direction that Aathar Holding translated into action through its strategic pillars.

Aathar Holding Strategy

Aathar Holding's strategy is driven by a direction aimed at building an integrated ecosystem for impact creation. The direction was clearly reflected in the progress achieved throughout 2025.

Strategic Framework

Aathar Holding is guided by a set of strategic pillars that serve as the operational framework for its direction, focusing on maximizing social impact, strengthening institutional efficiency, and building a sustainable development ecosystem.



Strategic Direction Aims to:



Building a more sustainable, efficient, and distinguished organization.



Investing in future enablers, including technology, knowledge, partnerships, and talent.



Developing innovative, high-value solutions, services, and products.



Maximizing the social impact of the sector and its partners.

Values Framework

Aathar Holding's operations are guided by a clear set of core values that form the cultural and behavioral basis for its decisions and practices. These values are:



Transparency

In practices, governance, relationship management, and decision-making.



Trust

It is the foundation of relationships with employees, partners, and stakeholders.



Responsibility

Through a commitment to work outcomes and impact, and by assuming professional and institutional responsibility toward beneficiaries and partners.



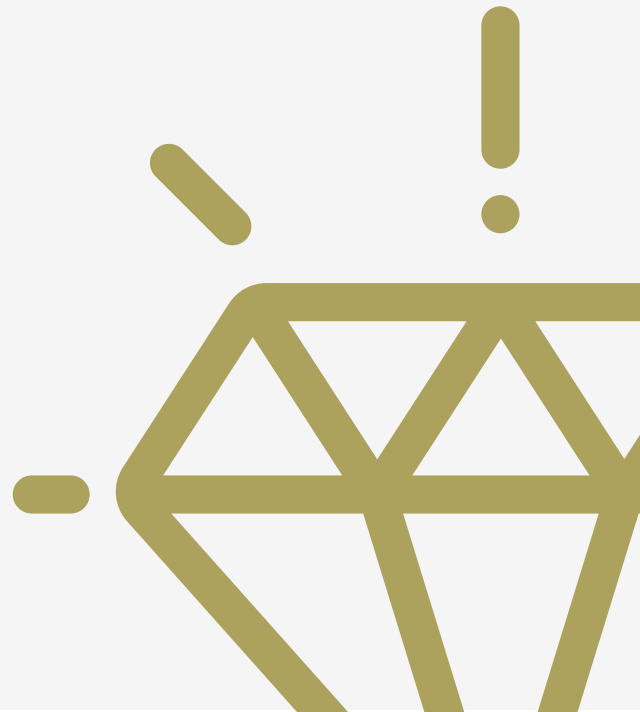
Growth

It is a value directed to continuous improvement, renewal, and scaling impact and opportunities.



Integration

By fostering a one-team spirit internally and externally and creating value through ecosystem collaboration.



Key Strategic Pillars



High-value innovation in services, products, and solutions

This pillar focuses on developing innovative and specialized services, products, and solutions that respond to the needs of the sector and society, create greater value, and support the transition from traditional work approaches to more scalable, impactful, and sustainable models.



Integrated Governance and Institutional Excellence

This pillar aims to build a more mature, trusted, and effective organization by strengthening governance, compliance, transparency, accountability, and risk management, while developing policies and procedures, and enhancing the efficiency of shared services, and the institutional work environment.



Developing and attracting high-caliber leadership and advisory talent

This pillar focuses on building high-quality human capital by attracting, developing, and retaining talent, establishing succession planning and professional development programs, and expanding the network of experts and collaborators to support the sustainability of institutional excellence.



Foresight and creativity in Maximizing Social Impact

This pillar focuses on empowering the sector and strengthening its social impact by enhancing capacities, advancing measurable impact management, establishing partnerships and alliances, and improving coordination among relevant stakeholders, ultimately driving deeper and more sustainable development outcomes.



Financial Efficiency and Sustainability

This pillar focuses on strengthening the Company's financial resilience by diversifying revenue streams, exploring investment opportunities, enhancing financial planning, improving resource allocation efficiency, and developing funding models capable of supporting long-term growth.



Investment in Digital Transformation and Artificial Intelligence

This pillar focuses on establishing an integrated digital infrastructure, enabling systems and data integration, and leveraging technology solutions and artificial intelligence to enhance operational efficiency, improve internal and external services, and support strategic and operational decision-making.



Building an Integrated Knowledge Ecosystem Supporting the Sector

This pillar aims to establish knowledge as one of the Company's strategic assets by establishing research and studies units, facilitating exchange of expertise, supporting decision-making, and anticipating emerging directions and opportunities, thereby strengthening the Company's position as a trusted source of knowledge and guidance.

Strategic Alignment with Vision 2030

Aathar Holding's strategy is deeply and directly aligned with the objectives of Saudi Vision 2030, as its core purpose is centered on advancing development, empowering sectors, enhancing efficiency, and promoting sustainability, all of which represent key pillars of the Vision.



Contributing to the Achievement of Development Objectives

The strategy focuses on strengthening ecosystems and sectors related to social development and enhancing their capacity to deliver impactful outcomes. This aligns with Saudi Arabia's vision of building a vibrant society, a thriving economy, and a sector that is more efficient and a stronger partner in development.



Financial Efficiency and Sustainability

Strengthening financial efficiency and sustainability represents a key pillar of the strategy, achieved through diversifying revenue streams, developing sustainable funding models, or improving the efficiency of resource utilization. This aligns with Saudi Vision 2030's directions of enhancing economic efficiency, maximizing the value of resources, and building more resilient and sustainable institutions.



Knowledge and Decision-Making

Another important area of alignment is the strategy's focus on building a knowledge ecosystem that supports both the sector and decision-making. This strengthens knowledge-driven planning, enhances the quality of directions and decisions, and aligns with Saudi Arabia's ambition to build institutions that are more proactive, intelligent, and data-driven..



Supporting the Sector and Maximizing Its Impact

A key area of alignment lies in the strategy's focus on empowering the sector and enhancing its measurable impact through developing enablers, improving coordination, establishing alliances, and designing solutions that are more closely aligned with actual development needs. This aligns with Saudi Vision 2030's directions toward increasing the contribution of various sectors to sustainable development.



Governance and Institutional Excellence

The strategy is also aligned with the objectives of Saudi Vision 2030 in the area of governance, with a focus on enhancing transparency and accountability, developing tools of oversight and risk management, improving policies and procedures, and elevating institutional performance. This aligns with the national aspiration to build institutions that are more mature, compliant, and effective.



Innovation and the Development of High-Impact Solutions

The strategy places a clear emphasis on innovating services, products, and high-impact solutions, reflecting its direct alignment with Saudi Vision 2030's focus on fostering innovation, adopting modern solutions, enhancing institutional competitiveness, and developing more effective and higher-value business models.



Human Capital Development

The strategy's focus on developing and attracting leadership and advisory talent reflects its alignment with one of Saudi Vision 2030's foremost priorities: investing in people, enhancing the readiness of national talent, and strengthening institutional capacities to achieve growth and sustainability.

Annual Performance Summary



Strategic Partnerships and Sector Support

Aathar believes that true impact is created through integration. Accordingly, the Company has expanded its efforts to build bridges of co-operation with entities across its targeted ecosystems:

- **Expanding the Client Base:** The number of strategic clients increased by 15% compared to the previous year.
- **Knowledge Integration:** The Company entered into high-value strategic partnership agreements with relevant entities to facilitate knowledge transfer and develop innovative solutions for the sector, including partnerships with Ashoka, Sabr Company, and other entities.



Institutional Excellence and Human Capital

Investing in systems and people is the primary driver of work:

- **Digital Transformation:** Achieving 100% integration and connectivity across all business systems and devices, while developing an advanced digital environment for capturing and managing knowledge assets.
- **Leadership Development:** Investing in global executive development programs for the Group's leaders in collaboration with international institutions, including IMD, Northwestern University, and other global organizations and institutes.
- **Advancing Impact Measurement Practices:** Developing a specialized internal impact measurement report to support decision-making that is more closely aligned with actual outcomes and performance indicators, and to improve the efficiency of impact monitoring and analysis across the ecosystem.



In the year ahead, we aim to further strengthen our leadership by:

- **Integrating artificial intelligence into the solutions and services provided to the sector.**
- **Achieving an Agile Organizational Transformation that ensures greater efficiency in structures and business models.**
- **Building an Integrated Knowledge Ecosystem that supports decision-making and shapes the future directions of social development**

Impact Within the Global Development Framework

Aathar Holding contributes to achieving development impact by aligning its initiatives with the Sustainable Development Goals (SDGs). This reflects the Company's commitment to creating sustainable impact that is aligned with global priorities, while making clear contributions to a number of key development issues closely linked to its areas of work and institutional impact.



This focus reflects Aathar's direction to create meaningful impact in selected priority areas, thereby deepening its impact and ensuring its sustainability.

04

Story of the Year

Reshaping Impact... 2025

Integration

Aathar Holding's entities are integrated within a single ecosystem.

Each entity plays a distinct role across the impact-building chain, ensuring alignment of efforts and delivering deeper, more sustainable outcomes.





Maximizing Social Impact

Throughout 2025, Ghadan Consulting and Capacity Building continued to strengthen its role as a strategic development partner in advancing the ecosystem of skills-based and professional volunteering and community engagement. This was achieved through the design and implementation of advanced operating models that enhanced the readiness of sectors, improved the efficiency of integration among government, private, and nonprofit entities, and expanded community engagement through more sustainable and impactful institutional frameworks.

Ghadan's efforts were driven by a vision focused on reshaping the concepts of skills-based and professional volunteering and community engagement as development enablers and strategic instruments for maximizing social impact. This was achieved through developing knowledge enablers, building institutional capacities, and designing scalable incentives and operational solutions that support the transition of community initiatives from seasonal efforts to institutional ecosystems capable of delivering measurable and sustainable impact.

The Company also strengthened its presence within the national development landscape by contributing to high-impact initiatives and events that promoted community engagement and supported the development of operational models and knowledge enablers. These efforts strengthened the operational governance of professional volunteering and community work, enhanced the efficiency of development outputs across the Kingdom, in alignment with the objectives of Saudi Vision 2030.



Flagship Projects



Professional Volunteering with Saudi National Bank
Leveraging the professional and specialized expertise of Saudi National Bank employees to address development challenges through high-impact professional volunteering models, fostering the concept of community engagement driven by knowledge and specialized expertise.



Professional and Skills-Based Volunteering Incentives
Designing and developing a comprehensive suite of incentives, and operational and knowledge supportive tools to scale the adoption of professional volunteering models, contributing to the development of a more mature and sustainable ecosystem for specialized volunteering.



Empowering Skills-Based and Specialized Volunteering
Developing and implementing operating models and institutional enablers that enhanced organizations' readiness to activate skills-based and professional volunteering through sustainable practices that strengthen operational efficiency and long-term impact.

Flagship Projects



هيئة المتاحف
Museums Commission

Training Program for Museum Managers and Staff

Delivering specialized training programs designed to develop the institutional and professional capacities of museum sector staff, enhancing operational readiness and advancing institutional performance quality.



وزارة الحج والعمرة
MINISTRY OF HAJJ & UMRAH

The First Nonprofit Sector Forum for Serving the Guests of Allah

A flagship forum that brought together government entities, NPOs, and experts to foster integration and advance solutions and best practices supporting services for the Guests of Allah.



المركز الوطني للتنمية
القطاع غير الربحي
National Center for
Non-Profit Sector

The Two Holy Mosques Volunteer Center

Developing and operating a supportive volunteer ecosystem to serve the Guests of Allah through operational and field-based models that enhanced volunteer experience, strengthened coordination, and advanced operational integration.



أمانة منطقة الرياض
RIYADH REGION MUNICIPALITY

Ozwah Al-Riyadh

Launching community initiatives that enhanced community engagement and integration in Riyadh.



Strategic Achievements Enhancing Community Engagement and Volunteering

Throughout 2025, a series of landmark achievements was realized, embedding a culture of community engagement and skills-based and professional volunteering within national development priorities, most notably:

Launching the Ozwah Community Engagement Forum and Award under the patronage of His Royal Highness the Governor of the Riyadh Region.

Implementing the Hajj Volunteer Operations Center for the second consecutive year.

Convening the First Skills-Based Volunteering Forum.

Convening the First Nonprofit Sector Forum for Serving the Guests of Allah under the patronage of His Excellency the Minister of Hajj and Umrah.

Implementing the Professional Volunteering Initiative at the International Exhibition for Nonprofit Sector (IENA).

Implementing the Hajj Volunteer Operations Center for the second consecutive year.

Implementing the Volunteer Initiative of Their Royal Highnesses and Their Excellencies

Convening the Professional Volunteering Hackathon across three cities in the Kingdom.

Delivering Innovation Labs for Skills-Based and Professional Volunteering Incentives.

Sustained Impact

Throughout 2025, Ghadan’s projects and initiatives reinforced the concepts of skills-based and professional volunteering, and community engagement as key enablers of development, strengthening the efficiency of the nonprofit sector and scaling its social impact. This was achieved through the development of more sustainable operating models, enhancing organizations’ readiness, and building integrated partnerships that scaled impact and strengthened cross-sector coordination.



Impact in Numbers

Ghadan continues to lead and deepen social impact, with its projects delivering the following achievements in 2025



Partnerships

Integrating Volunteering into Esports



Empowering Initiatives in the Holy Capital

Signed a Cooperation Agreement with the Makkah Chamber to facilitate knowledge transfer, enhance organizational and knowledge enablers, and support volunteering and institutional initiatives serving the Guests of Allah.



Bridging Volunteering Globallyal Event

Established a strategic partnership with the International Association for Volunteer Effort (IAVE) to reinforce Saudi Arabia's position as a global leader in volunteering, while facilitating the exchange of international best practices in organizing and managing volunteer crowds.



Integrating Volunteering into Esports

Signed a Memorandum of Understanding (MoU) with the Esports World Cup Foundation (EWC Festival) to strengthen volunteering and leverage major events as platforms for youth capacity building, in preparation for the 2026 global edition.



Preparing for the IAVE 2026 Global Event

Signed a Cooperation Agreement with the National Center for Non-Profit Sector (NCNP) to host and organize the IAVE World Volunteer Conference in Riyadh, with the aim of empowering volunteers and enhancing the Kingdom's readiness to host this global event.





To Superior Capacities

Rakeen Consulting and Capacity Building continued to work alongside development partners across the public, private, and non-profit sectors to enhance organizations' readiness and maximize sustainable and measurable impact.



Institutional and Knowledge Development

+18 Key Documents
Strategic Documents Reviewed

7 Flagship Initiatives
Initiatives Developed

+60 Case Studies
Local and Global Case Studies Reviewed

+25 Experts
Experts and Consultants Participated

Rakeen Project Portfolio

Strategies and Institutional Development

Justice Non-Profit Sector Strategy

Developing a strategic framework to strengthen the role of the non-profit sector within the justice ecosystem and enhance its integration

Strategic Directions and Grantmaking Framework for Bakhsh Endowment

Developing strategic directions and an effective grantmaking framework to maximize impact and ensure resource sustainability.

Legislative Enablers Development

Supporting the regulatory environment to enable the establishment and growth of NPOs with greater efficiency.

Financial Strategy (Second Edition)

Designing advanced financial models to support sustainability and diversify revenue streams.

Financial Sufficiency (Second Edition)

Enabling organizations to achieve financial stability through initiatives that strengthen institutional sustainability



Empowerment and Capacity Building

Workforce Development Program (Second Edition)

The Workforce Development Program aims to equip and empower nonprofit professionals in financial resource development. The program works with finance professionals across associations to assess their capacity needs, develop tailored learning plans, and deliver specialized capacity-building activities and training programs that address the participants' actual needs.

Empowering Organizations in the Energy Sector

Enhancing the readiness of NPOs to operate in the energy sector and strengthen their integration with relevant stakeholders

EMKAN Program (Second Edition)

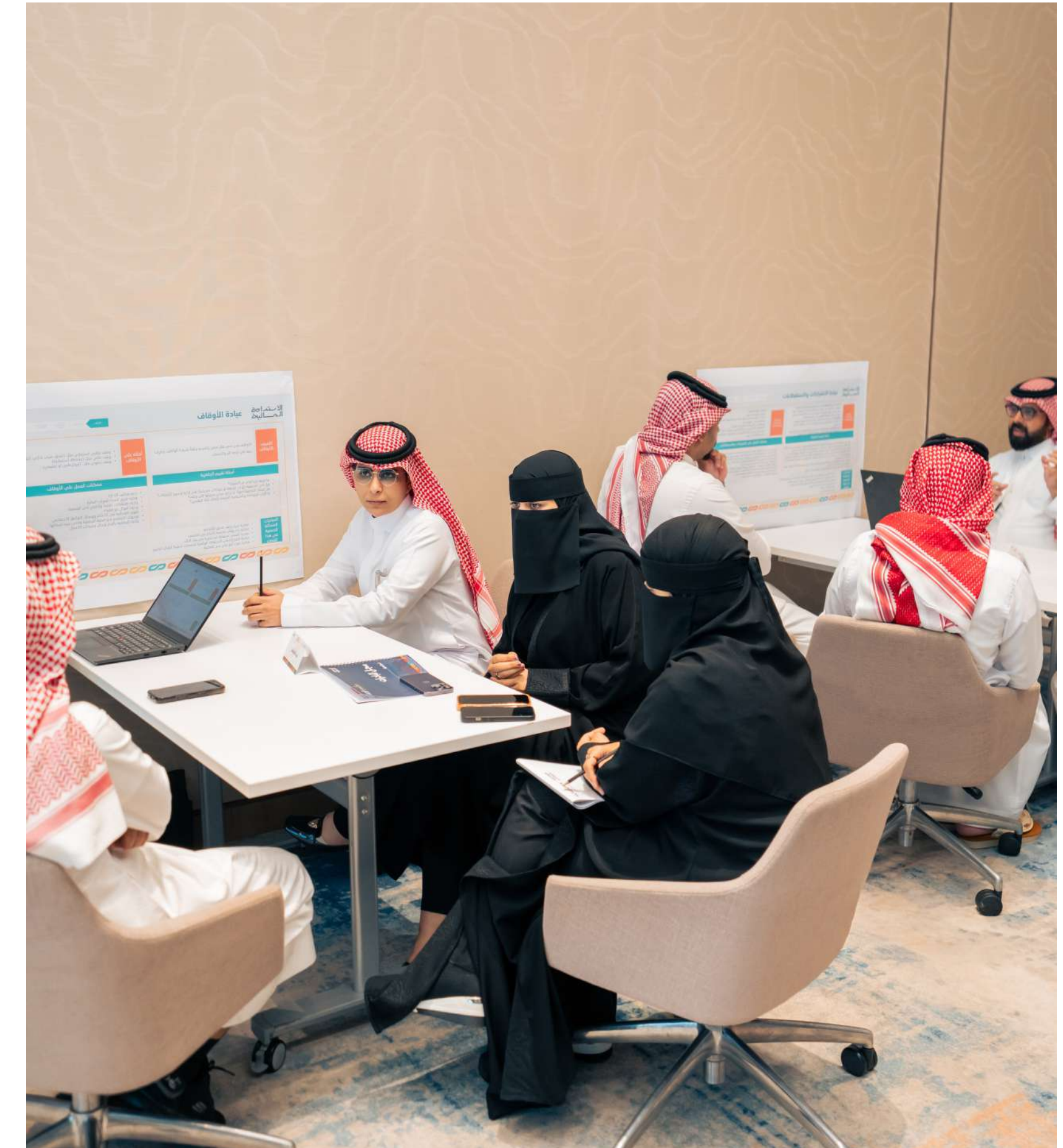
Empowering Associations through applied pathways that strengthen sustainability and build capacities.

Jawad Program

Preparing the next generation of philanthropic leaders from donor families to carry forward the legacy of philanthropy and community giving.

Empowering Associations for Government Outsourcing

Preparing associations to leverage government outsourcing opportunities and enhance their operational efficiency.



Innovation & Integration

Impact Measurement Methodology

Developing an integrated framework for measuring impact and enhancing the quality of development outputs.

Solidarity Volunteering Network

Strengthening collaboration among organizations through a collaborative platform for volunteering.

Solutions Lab (Third Edition)

Developing innovative high-impact solutions to sector challenges through the engagement of subject matter experts and decision-makers.

Supporting Partners in Occupancy and Ownership

Developing products that promote the social and economic stability of beneficiaries.

Consulting Services for the Imams and Khateeb Institute

Delivering strategic solutions that enhance institutional efficiency and sustainable impact.s.



Horizons of Integration and Partnerships

Social Innovation

Collaborating with SANA Center for Social Innovation to innovate and develop solutions and products across financial sustainability programs, solutions labs, training programs, accelerators, incubators, and legal advisory services.

Al-Sudais & Al-Suhaibani Law Firm

An agreement to exchange collaboration opportunities and provide legal and advisory services to clients as needed.

Environmental Collaboration

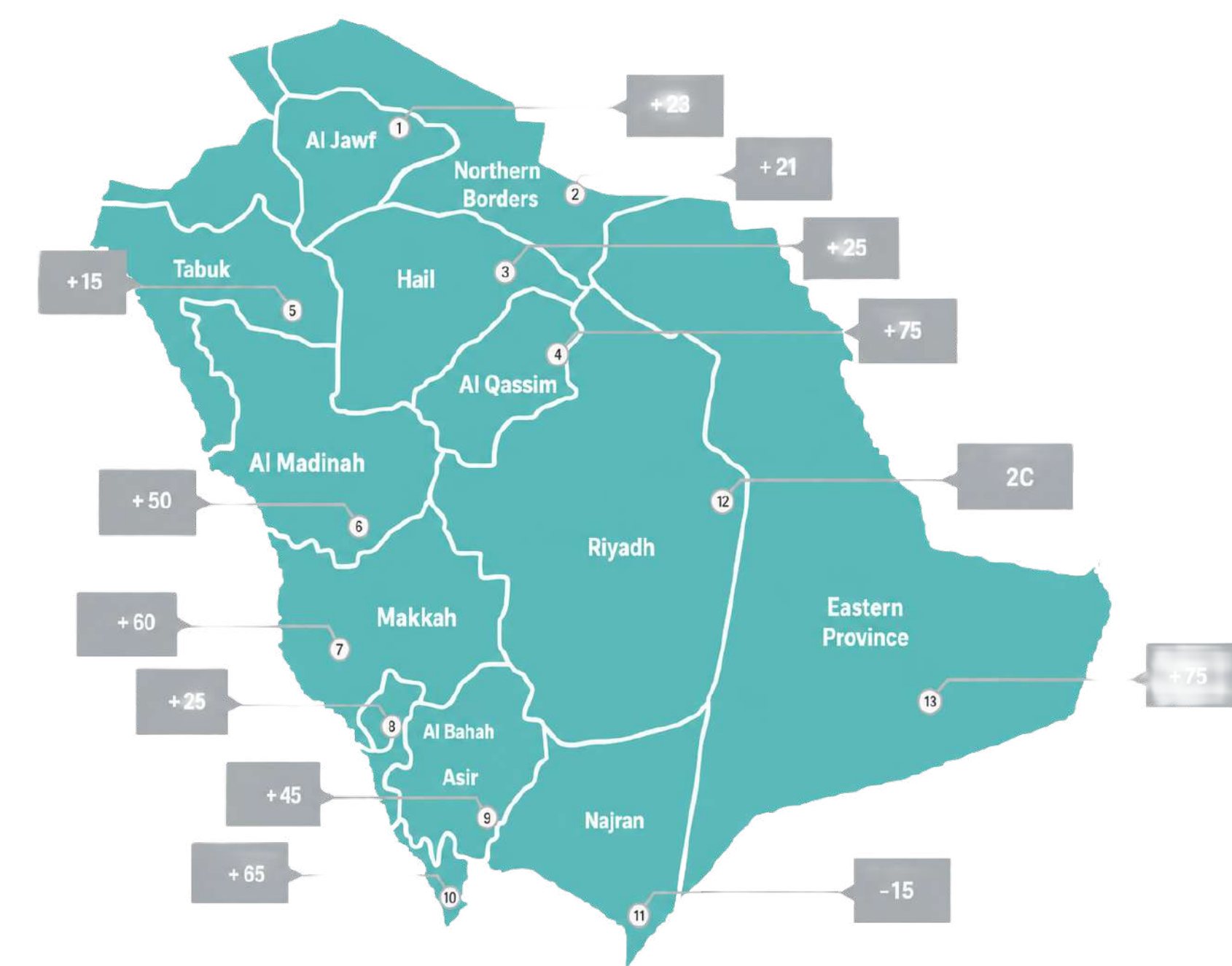
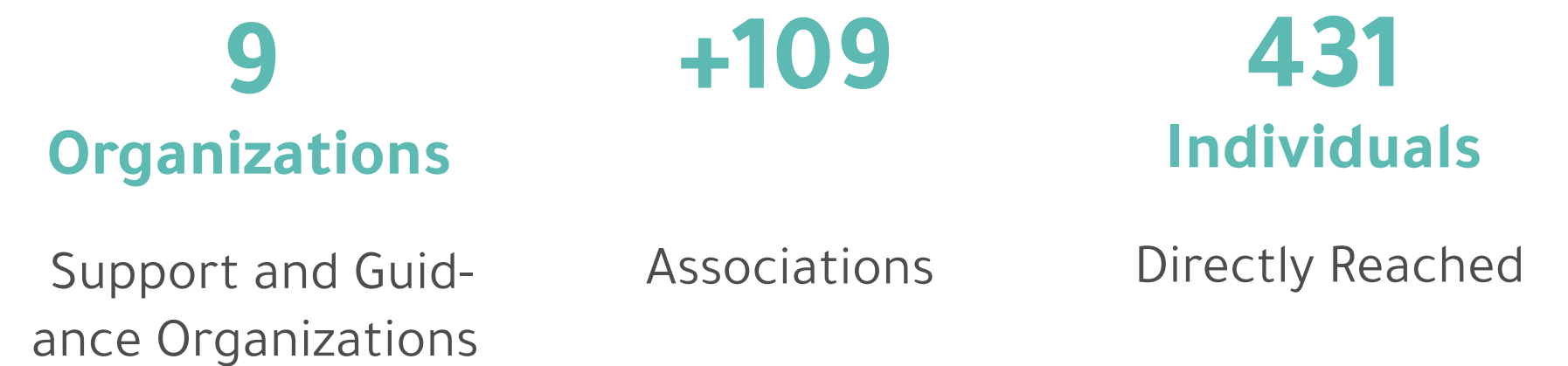
Hosting the King Salman Bin Abdulaziz Royal Reserve Development Authority to showcase its inspiring experience to enrich environmental solutions.

2025 Impact in Numbers

17 projects delivered to address diverse social objectives, as follows:



549+ Beneficiaries Reached through these Interventions, as follows:



2025 Impact in Numbers

5 Associations

Began implementing government projects through government outsourcing or partnerships after completing the interventions.

5 Associations

Launched social investment projects following the completion of the interventions.

20+ Organizations

Now have directions, and strategic and operational plans to support the achievement of their development impact.

34+ Associations

Now have plans to strengthen their competitiveness for government projects

28 Beneficiaries

Earned professional certifications

31+ Associations

Now have plans to support their financial sustainability



Nonprofit sector strategy for the developmental housing ecosystem



Nonprofit sector strategy for the developmental housing ecosystem



Nonprofit health sector strategy



Foundational advisory services and ongoing support services for the Institute of Imams and Khateeb



Developing legislative enablers for the establishment of NPOs and advancing initiatives supporting the national strategy for the nonprofit sector



- Empowering associations and supporting their operation
- Supporting partners in the occupancy and ownership Pathways



Empowering Energy NPOs



Methodology for measuring cultural impact and impact on culture

“This diverse expertise has given us a comprehensive understanding of the nonprofit sector ecosystem, providing us with a distinct competitive advantage in designing integrated strategic interventions and solutions that generate sustainable impact while positioning sectors as genuine partners in development. “

Extensive Expertise with NPOs (Foundations and Associations)

National Ecosystem Strategic Expertise: Designing Initiatives for the Strategic Center with the National Center of Non-Profit Sector.

Specialized Sector Strategy Expertise: Housing, Justice, Energy, Health, Community Services, Environment, Information and Communications Technology (ICT), Da'wah, and Awqaf.

Rakeen possesses deep expertise in strategy design and interventions building across diverse development sectors.

Key Achievements and Success Stories for 2025



28

Participants earned professional certifications that support their career advancement and professional growth

Tanzeel Association launched an investment project aimed at strengthening the association’s financial sustainability and enabling it to generate sustainable development impact.



A'mal Family Development Association



Irtiqaa Association



Al-Ahsa Family Development Association



3

associations secured government outsourcing contracts following the completion of the interventions



Al Thuraya Association for the Blind

launched the Comprehensive Empowerment Trading Foundation, an affiliated entity that serves as one of the Association’s revenue streams, supporting its long-term financial stability and sustainability.



Ayama Charity for the Care and Empowerment of Widows and Divorced Women



Irwaah Charity for Potable Water Services

2

Associations secured government projects through partnerships following the completion of the interventions.

Qeyamuna Association in Madinah launched “Ru-znah Club”

The Project serves as a practical model for strengthening the Association’s stability.



Shukr Association for Food Preservation in Aseer Region

Saudi Autism Society

Industrial Exporters Association

6+

Associations presented joint proposals and projects to government entities across various development areas.

12

Financial Initiatives Designed

12

Financial Studies Conducted

5

Initiatives Implemented



Partnership for Quality Education

Waref Al Marifa continues to maximize the impact of the nonprofit sector in education through high-impact solutions, sustainable development programs, and strategic partnerships that deliver tangible social impact.

Field Success Stories

Presenting a social investment model in early childhood education

Youth practice of future skills

Strategic development of the Al-Sawlatiyah School, its affiliated institutions and endowments

investigation

90%

Customer Satisfaction

investigation

90%

Project Operational Efficiency in

Time and Financial Performance

**An ambition
fulfilled**

Waref's Impact on the Education Sector



Advancing Education Through High-Impact Solutions and Programs

Waref delivered educational and advisory solutions, along with development programs, that contributed to improving educational outputs and establishing applicable models.



Empowering Educational Leaders and Staff

Waref delivered initiatives and programs targeting educational leaders, teachers, and students, contributing to capacity building and strengthening future skills.



Building Impactful Partnerships and Knowledge Products

Waref developed frameworks, guides, and knowledge products, while fostering strategic partnerships that supported sustainability and the scaling of educational initiatives.

Journey Partners



- Educational Endowments Forum
- A knowledge partnership to advance institutional dialogue.
- Contributing to the delivery of a specialized knowledge platform on educational endowments and the advancement of related practices.



- Future Skills Project
- Empowering students and building future skills.
- Forging a partnership to deliver high-impact programs that build leadership and personal skills while strengthening students' capacities through high-impact educational and applied learning experiences.



- School Leadership Excellence Project
- Developing educational leaders and enhancing the quality of school outputs.

Key Achievements

Establishing Wareef School
as a Social Investment Model for
Early Childhood Education

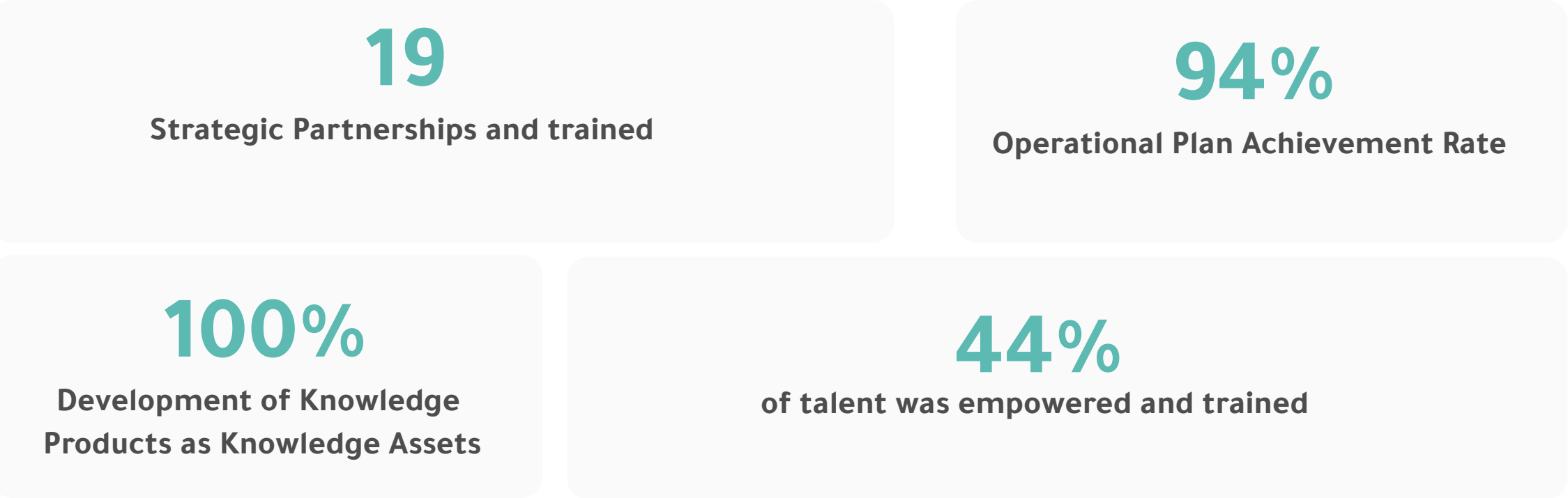
**Establishing Outward
Bound Kingdom of Saudi
Arabia**

as the exclusive agent for Out-
ward Bound's global programs.

**Developing the School Leader-
ship Excellence Model**

To support and develop leaders of
low-performing schools across the King-
dom, with adoption by the Ministry of
Education.





Impact Projects:

Development Solutions, Sustainable Signature

Tajseer Initiative Attracting talent and expertise from the public and private sectors and preparing them for leadership roles in development work.	Impact Bridging the leadership gap in NPOs through professional talent..	Strategic Partner ational Center for Non-Profit Sector (NCNP)
Geographic Coverage Implemented in Riyadh and Jeddah in collaboration with local associations (e.g., Tamkeen Association).	Impact Empowering 44% of the targeted talent and enhancing institutional performance quality.	Objective To attract and recruit talent for leadership and specialized professional positions across nonprofit sector entities.
Outcome Enhanced capacities of NPOs through leveraging the findings of studies and research.	Impact Achieved 100% of the target for strategic directions analysis studies and reports, delivering the proposed interventions.	Objective Transforming community challenges into fundamental solutions through in-depth research and studies.
	Impact Streamlined the recruitment process and enhanced the efficiency of digital talent acquisition.	Objective Providing a smart digital platform that connects job seekers with employment opportunities in the nonprofit sector. .
	Impact Streamlined the recruitment process and enhanced the efficiency of digital talent acquisition.	Objective Providing a smart digital platform that connects job seekers with employment opportunities in the nonprofit sector. .
	Impact Enhanced transparency and provided a trusted reference for researchers and sector practitioners	Objective Developing a comprehensive, continuously updated data and information repository for the development sector. .

- Tajseer Initiative**
(Leadership Expertise Transfer)
- Talent Program (Kafa'at)**
(Nationalization of High-impact Specializations)
- Fikr Center**
Knowledge Arm
- Financial Empowerment Programs**
(Information Reference)
- Sector Gateway Platform**
(Nationalization of High-impact Specializations)
- Sector Gateway Platform**
(Information Reference)



The third year marked a defining milestone in the journey of Outward Bound Kingdom of Saudi Arabia, as the organization evolved from its establishment phase to a new phase of expansion. Building on high-quality field-based programs designed around the experiential learning methodology and delivered to international standards, Outward Bound Kingdom of Saudi Arabia has demonstrated that it is far more than a training program. It has established itself as a professional national institution in experiential learning, extending its programs across diverse geographic regions and delivering profound learning experiences that change participants' lives.

16

dedicated programs for women

Reflecting a genuine institutional commitment to empowering women and developing female leaders through high-impact field experiences.

55

training programs

An average of one program every 19 days.

5

Geographic Locations

Including royal reserves, mountainous regions, and major cities.

712

participants

From diverse community groups.

Partnerships

With government entities, foundations, and institutional partners.

Impact Achievements:

- Achieved international accreditation from Outward Bound International, positioning OBKSA within a global network spanning 35 countries.
- Successfully delivered specialized programs for diverse community segments, including youth, gifted students, development leaders, and the health sector.
- Expanded field operations across Taif, Aseer, the Northern Regions, the Central Region, and the Royal Reserve.
- Established a diverse partnership ecosystem that strengthens institutional sustainability and scales impact.
- Advanced national professionals by empowering a number of male and female trainers.



Story of Influence

Story of Influence
In its third year, Outward Bound Kingdom of Saudi Arabia has evolved from the building stage to a stage of empowerment, leveraging experiential learning to develop character and leadership in an environment that fosters belonging and integration among participants. Through immersive learning experiences that engage the heart, mind, and body, Outward Bound creates a genuine sense of community and delivers an impact that lasts a lifetime.





A Social Investment Model for Early Childhood Education

Wareef's Role and Impact

Wareef's model contributes to strengthening the early childhood education ecosystem by addressing a number of key challenges, through the following efforts:

- **Bridging the gap between education quality and affordability** by ensuring access to high-quality educational services at affordable costs.
- **Addressing the needs of young families** particularly working mothers, by providing trusted learning environments for their children.
- **Addressing the needs of young families** particularly working mothers, by providing trusted learning environments for their children.
- **Contributing to achieving educational equity** by facilitating access to learning opportunities for all children, regardless of their living standards.
- **Contributing to increasing** kindergarten enrollment rates.
- **Enhancing private and nonprofit sector** participation in investing in early childhood education.



Accreditation and Recognition

Social Impact Investment Certification
at the Kingdom Level



Surooh Award for Excellence in Educational Buildings, ranking among the Top 100 educational buildings in Jeddah Governorate.



Obtaining Accreditation in the Global STEM Methodology.



Figures and Percentages Wareef's First Model

94%
Beneficiary Satisfaction Rate

25 teacher
Qualified and Professionally Empowered Teachers

200 Child
Beneficiaries

Entity Integration

How Was Impact Created?

What distinguished 2025 was not the diversity of entities within Aathar Holding ecosystem, but their ability to operate as one integrated ecosystem, where the impact of each intervention depended on the others. Impact was not created through parallel pathways, but through a connected sequence of complementary roles that reinforced one another.

This integration was reflected in the design and delivery of holistic development interventions, beginning with a deep understanding of the challenge, progressing through solution design, implementer capacity building, field execution, and impact measurement, and culminating in the transformation of interventions into sustainable models.

This integrated approach enabled the delivery of development interventions with greater efficiency and depth, resulting in higher-quality outputs, stronger impact indicators, and a broader beneficiary reach.



Strategic Partnerships Create Integration

These partnerships reflect our commitment to scaling our impact by building strategic alliances that contribute to the development of the nonprofit sector, strengthen cross-sector collaboration, and support the achievement of national development objectives.

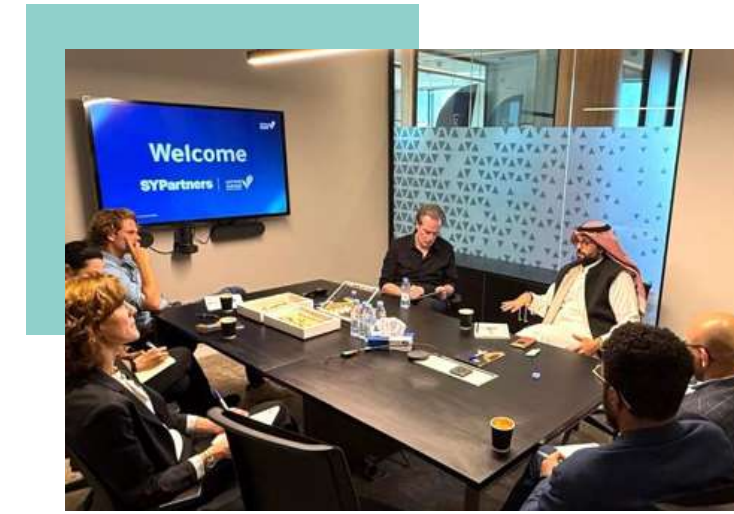
Throughout 2025, we activated a series of significant partnerships with government entities, national institutions, and international organizations. These partnerships focused on empowering volunteering, enhancing institutional capacity, fostering social innovation, facilitating knowledge transfer, and supporting development initiatives across various sectors.

These partnerships also strengthened Saudi Arabia's international presence through collaboration with global organizations and by contributing to the organization and hosting of international events and conferences, reflecting the Kingdom's growing prominence in the nonprofit sector.

Areas of collaboration extended to include:

- Supporting social innovation and sustainable solutions
- Enhancing readiness to host global events
- Advancing development programs and initiatives
- Empowering volunteering and building youth capacities
- Transferring and exchanging knowledge and expertise, locally and internationally

These partnerships enable more integrated and innovative business models, accelerating the delivery of scalable, sustainable, and significant impact.



04

Presence and Influence

At the international level

Participation in the launch Ceremony of the International Year of Volunteering 2026 at the United Nations Headquarters in New York, alongside senior international representatives, reflects Saudi Arabia's growing prominence in the field of volunteering.

Participation in the Global CSR 2025 Forum in Seoul, where we showcased the evolution of Saudi Arabia's volunteering and community engagement ecosystem, supported by clear national strategies and effective governance, while strengthening relationships with international leaders.

Participation in the Hong Kong Conference strengthened our presence within a global network of social investment leaders, supporting expertise exchange and scaling impact.

Participation in the Tamkeen Employment Forum organized by Prince Majid Community Development Association, which served as a platform to introduce Aathar Holding, showcase available career opportunities, and foster direct engagement with national talent.

Participation in the Future of the Nonprofit Sector Forum, which brought together a distinguished group of leaders and experts to discuss sector directions and development opportunities, reflecting Aathar Holding's role as an active partner in advancing growth and sustainability pathways within the sector.

Participation in the Digital Empowerment Forum for NPOs, organized by Nora Almelahi Foundation, reaffirmed the role of digital transformation as a key driver of operational efficiency and sustainable impact.

Contribution to the 11th National Quality Week, launched by the Makkah Region Development Authority, included delivering a workshop titled "Competencies: From Development to Institutional Excellence," supporting the promotion and advancement of quality practices across the sector.

Participation in the International IENA 25 Exhibition through interactive booths featuring specialized advisory sessions and the presentation of the Group's services contributed to delivering significant impact.

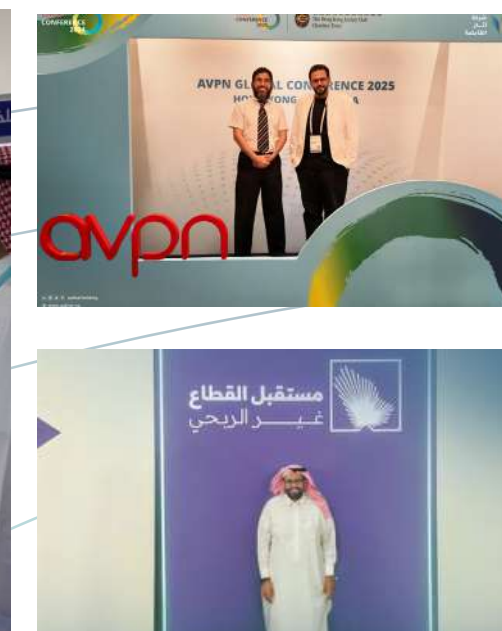
These participations embody our collaborative and partnership-driven approach, expanding our influence locally and internationally while reinforcing Saudi Arabia's position as a leading force in the nonprofit sector.

Expanded Presence and Influence Beyond Borders

Local and international participation reflects our commitment to institutional excellence and enhancing social impact through an active presence on specialized platforms and building strategic partnerships.



At the local level



05

People at the Heart of Impact

Investment in Human Capital

We believe that human capital is the primary driver of sustainable impact. Accordingly, we invest systematically in attracting, developing, and empowering national talent, strengthening their capacity to lead development initiatives and create meaningful impact across the nonprofit sector and related sectors. Today, we are proud of our team of IAI employees, each of whom we regard as a strategic partner in our journey of success.



Employee Voice

We believe that a healthy workplace is built on effective communication. Accordingly, we foster a value of transparency between employees and senior leadership, complemented by regular employee surveys to better understand our staff’s needs and listen to their points of view. This approach reinforces one of our core principles: every voice at Aathar Holding is heard and impactful.

5

Women Leaders
Shaping Change

53

Ambitious
Women

181

Professionals -
The True Wealth
of Aathar Holding



Women's Empowerment

We are firmly committed to empowering women, ensuring equal opportunities, and encouraging female talent to contribute and lead impact across the nonprofit sector. This commitment is reflected in the growing representation of women across Aathar Holding compared with previous years, alongside our continued focus on providing a supportive work environment that fosters their professional growth.



Nationalization

We place workforce nationalization among our highest priorities, continuously attracting and empowering young Saudi talent while remaining fully committed to maintaining, and exceeding, the required nationalization targets across all Aathar Holding entities.



Work-Life Balance

We place great importance on supporting our employees' work-life balance. As part of this approach, we have adopted a flexible work culture that prioritizes the quality of outcomes, evaluating performance based on results achieved rather than where work is performed.

Learning and Development

Aathar Holding continues to invest in the development and advancement of its workforce, recognizing the critical role of human capital in strengthening institutional performance and ensuring its sustainability. Throughout the year, we focused on:



Delivering training programs and workshops

led by internal experts.



Designing career development plans

that address employees' needs and enhance their competencies.



Delivering development programs

in emerging fields such as artificial intelligence and personal development.



Delivering leadership programs

among employees through internal workshops and sessions.



Supporting employees in their academic and professional journeys

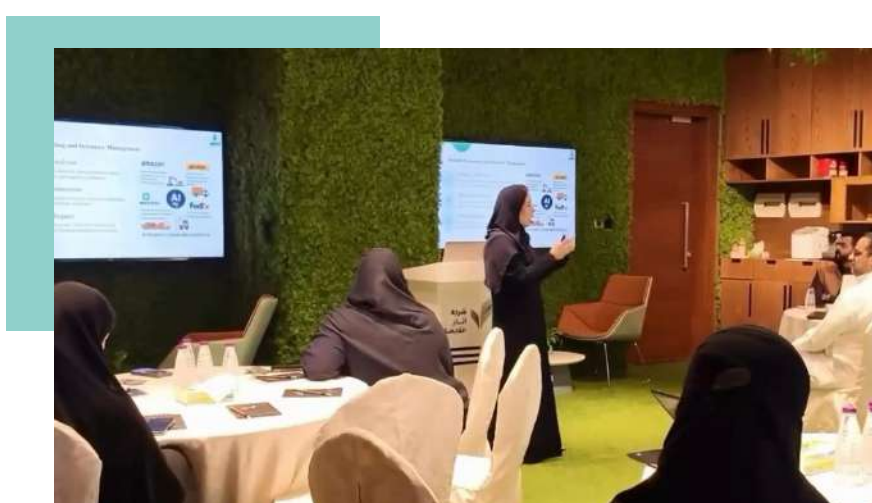
while celebrating their achievements.



Delivering leadership programs

designed to develop managerial and leadership skills..

Aathar Holding also fostered a workplace environment that encourages continuous learning and the sharing of expertise, supporting employees' professional growth.



An Inspiring Workplace & A Motivating Culture

We believe that meaningful impact begins within, by fostering a workplace that empowers people, strengthens their sense of belonging, and supports their work-life balance. Guided by this belief, throughout 2025 we implemented a range of internal initiatives and events that reflect our institutional culture and reinforce a holistic employee experience.



Meetings Bridging Gap

We were committed to holding a monthly meeting as a platform for ongoing communication between teams and senior management. These gatherings provided an opportunity to step beyond day-to-day work routines, share achievements, and listen to employees' stories, strengthening employee engagement and fostering a culture of open dialogue across the organization.



Milestones Celebrating Achievements

We concluded the year with the annual gathering, which served as an occasion to recognize the teams' efforts and reinforce a sense of belonging, reflecting a culture that values dedication and contribution.



Events Fostering Belonging

We celebrated national and social occasions, as part of our commitment to fostering a strong sense of belonging and reinforcing national identity. Throughout the year, we organized a variety of celebrations of National Days, Eids, and social celebrations of the employees. These occasions brought colleagues together in a warm and engaging atmosphere, strengthening interpersonal connections and fostering a positive workplace culture.



Employee Well-Being: A Continued Priority

As part of our commitment to employee well-being, we launched the Employee Well-Being Initiative to support employees' physical and mental health and enhance their quality of life in the workplace through activities focused on balance and sustainable professional well-being.



Impact Transformation and Beyond

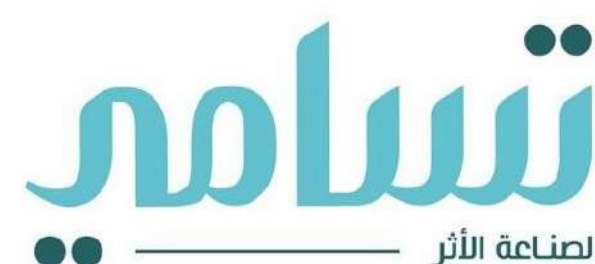
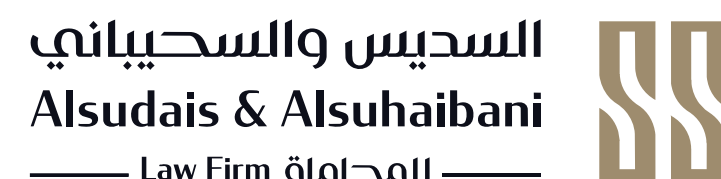
The challenge facing the nonprofit sector is no longer defined by the scale of efforts or the number of initiatives, but by the ability to transform these efforts into sustainable, measurable, and interconnected impact within an integrated ecosystem.

The year 2025 demonstrated

that value lies in the ability to connect initiatives within models capable of generating sustained impact. The achievements realized throughout the year reflect an emerging shift within the sector toward more integrated and sustainable solutions, signaling a clear transformation in the nature of development work, from implementing standalone initiatives to building integrated models capable of ensuring continuity and delivering impact.

**Efforts that do not evolve into
models remain temporary,
regardless of scale**

Key Partners in 2025



Key Clients in 2025

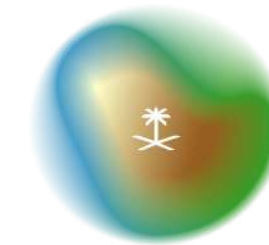


وزارة البلديات والإسكان
Ministry of Municipalities and Housing



وزارة التعليم
Ministry of Education

وزارة الطاقة
MINISTRY OF ENERGY



وزارة الثقافة
Ministry of Culture



مؤسسة سالم بن محفوظ الأهلية
Salem Bin Mahfouz Foundation



علم
elm



الهيئة العامة للعناية بشؤون
المسجد الحرام والمسجد النبوي



الجمعية الخيرية لرعاية الأيتام

المركز الوطني لتنمية
القطاع غير الربحي
National Center for
Non–Profit Sector



أمانة منطقة الرياض
RIYADH REGION MUNICIPALITY



صندوق دعم
الجمعيات
Associations
Support Fund



مؤسسة سامي علي الجفالي الأهلية
SAMI ALI ALJUFFALI FOUNDATION



جمعية دعم التعليم
Ta'alam



وَقَفَّتْ
عَبْدُ اللَّهِ طِبْرُ نَحْشِشْ



بنك الجزيرة
aljazira bank



الأهلي
SNB

**AATHAR
ALKHAIR**
HOLDING COMPANY



Aathar Holding is the Leading and Trusted Strategic Partner in
Achieving Vision 2030 Development Objectives